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DDA 77-2995

DDA  
18 Apr 77

26 May 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM: John F. Blake  
Deputy Director for Administration

SUBJECT: DDA Exchange

REFERENCE: Routing and Record Sheet, dtd 18 Apr 77 (DDA 77-2176)

1. Action Requested: You are invited to author the lead article for the July issue of DDA Exchange. A copy of a past issue is attached for your review.

2. Background: DDA Exchange is a quarterly publication with wide circulation throughout the Directorate and among DDA careerists serving in other components. The publication serves as a source of information as well as a vehicle to describe new techniques or concepts at work in the Directorate. The majority of the articles are prepared by DDA careerists, writing on their own time, on topics of professional interest. Based on a survey recently conducted among the readership, the publication is very favorably received and is an important source of information of DDA activities. Previous authors of the lead article (or "Comment") include John McMahon, George Bush and Hank Knoche. Several of the survey responses requested an article from you. The articles normally run between 300 and 600 words. The subject of the article is, of course, left to your discretion; however, the Executive Board of Exchange offers the following suggestions for your consideration as subject areas:

- a. your recently established "small group meetings,"
- b. your previous view of the Agency from Naples contrasted with your present view from the seventh floor, or

- c. what type of support you expect from the Directorate of Administration.

MORI/CDT Pages 1-2, 4, and 6-82

It has been our custom to include a photograph of the author of "Comment" with the article. With your permission, we could use your official Agency photograph, or if you prefer, arrangements will be made for one to be taken at your convenience.

EXECUTIVE REGISTRY FILE

DDA

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3. Recommendation: That you submit an article as requested above. Our deadline for submission of articles to the printer for this issue is on or about 10 June 1977.

*/s/ John F. Blake*

John F. Blake

Attachment - April 1977 DDA Exchange

I WILL SUBMIT AN ARTICLE:

*/s/ Stanfield Turner*

Director of Central Intelligence

I WILL NOT SUBMIT AN ARTICLE:

RE

Director of Central Intelligence

7 JUN 1977

Date

Distribution:

Orig - DCI w/Att  
1 - DDCI w/Att  
1 - ER w/Att

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DDA Exchange - July 1977

Executive Registry

77-1067/3

**FROM:**  
 Michael J. Malanick  
 Acting Deputy Director  
 for Administration

EXTENSION

NO.

DDA 77-4081

DATE

18 July 1977

TO: (Officer designation, room number, and building)

DATE

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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Sirs:

I thought the both of you  
 might be interested in see-  
 ing an advance copy of the  
 DDA Exchange in which the  
 Admiral's commentary appears  
 (Page 4).

STAT

Michael J. Malanick  
 Acting Deputy Director  
 for  
 Administration

Attachment

Approved For Release 2006/08/21 : CIA-RDP80M00165A000300050009-8

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july 1977



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<b>TRANSMITTAL SLIP</b>		DATE <i>9 June 1977</i>	
TO: Jack Blake, DD/A <i>9 June 77</i>			
ROOM NO.	BUILDING		
REMARKS:		Executive Registry <i>77-106712</i>	
The article you requested some time ago.		<i>DDA 26 May</i>	
<i>DDA</i>			
<b>EXECUTIVE REGISTRY FILE</b>			
FROM	EA/DCI		
ROOM NO.	BUILDING	EXTENSION	

FORM NO. 241 1 FEB 53  
REPLACES FORM 36-8 WHICH MAY BE USED. (17)

STAT

7 June 1977

DDA EXCHANGE

Draft Lead Article

One of my highest priorities, and one which I hope you will share through your support and your ideas, is to increase public understanding of what the Central Intelligence Agency does and why. Intelligence organizations have traditionally been super secret, closely guarded institutions. There has, and continues to be, good reason for operating in this kind of environment. However, with an absense of accurate information, rumors and myths flourish. Over the years, and particularly in the recent past, these myths have served to magnify and distort the truth, further undermining the Agency's credibility at a time when it needed all the support it could muster.

I think it will benefit the Agency and help restore public trust in the critical job we are doing to step out of the shadows of secrecy and let the public see what we are doing to the greatest extent possible. The more the public knows about the CIA the more difficult it will be for irresponsible commentators to make sweeping generalities about what we are and what we do. Truth is, after all, what we seek in our work.

Some of you have already contributed to opening up the Agency more in specific ways. These include:

- ° Declassifying as much of our work as we can so that more of our excellent studies can be made available to industry, academic institutions, and interested citizens. Our recent Oil Study is a good example of this. Really very little had to be done to this formerly classified study to declassify it. It is now an important part of the open literature on energy where it can make a real contribution to the current debate.

- ° CBS's "60 Minutes". While the presence of camera crews in the Agency for more than a week was at times an inconvenience and involved some security problems which had to be resolved, I believe in the long run it was well worth the effort. A large audience across the country will see inside the CIA for the first time when that program is aired. Hopefully, they will learn for themselves that we are ordinary people, dedicated to serving our country well in an organization which fulfills a vital national need.

- ° Improved security. A revived emphasis on security may seem to work against the goal of opening up the Agency more. In fact, by protecting legitimately sensitive information better, we hope to reduce overclassification which can breed a contempt for all classified material and lead to leaks. A larger quantity of information is then unclassified and available to the public.

economical or military force in the world that it was after the Second War World. The Soviet Union has established great military power. Even the smaller nations of the third world can together exercise real economic leverage. And, year by year the rest of the world continues to evolve politically. Few nations are willing to accept either democracy or communism in their pure forms or as dictated to them by larger nations. Instead, they seek a tailoring of political theory to their own situation. Consequently, the political influence larger nations can exert on developing nations is limited. Centers of powers sometimes shift unpredictably, vitiating what was yesterday thought to be an uncompromisable power base, be it political, economic or military.

In this fluid world, knowing what other nations are thinking and what they intend to do is the surest guarantee that we will be ready to counter or complement their actions. The Intelligence Community is unique in making this contribution to the leaders of our country. Our task today is to increase the receptivity of Congress, the President, and, most important, the public to our product. To do this we must demonstrate through action that the intelligence product is of highest quality, that it reflects the maximum of our collection and analytic capabilities, and that it is being pursued in a manner of which they can be proud. Our efforts to open the Agency to greater scrutiny are in my mind indispensable to this goal. I solicit your cooperation and help.



Others of you will, I hope, become involved in similar projects. Many fine ideas have come from the meetings I have had with *the* *DCI's and* Directorate Management Advisory Groups. These are being staffed and decisions will be made soon on many of them. As we move ahead, I will keep you informed of the initiatives we are taking through my Notes From The Director. In the meanwhile, I want to continue meeting with small groups of you to elicit your good ideas. There will be an invitation published soon asking many of you to volunteer to participate in one of these groups. No grade level has a monopoly on innovative ideas, so I hope you will join me in this endeavor. Together we can continue to improve our product, to make a career in intelligence even more rewarding, and to re-earn the public confidence and trust we deserve.

In my short time with you, I have found the challenge stimulating. The CIA has a key role in our government. The support we provide the President, Congress, and the Cabinet is absolutely central to their decision-making and we are relied on by them to provide the best information and analysis available on which they can base their decisions. You are unquestionably where the action is.

You are also where the best people are. The CIA is openly recognized throughout government as being staffed by outstanding people. This has been confirmed to me personally during these past months through the timeliness of your responses and their obvious quality and thoroughness.

The opportunities available to the Agency in the coming months could not be more exciting. America is not the dominant political,

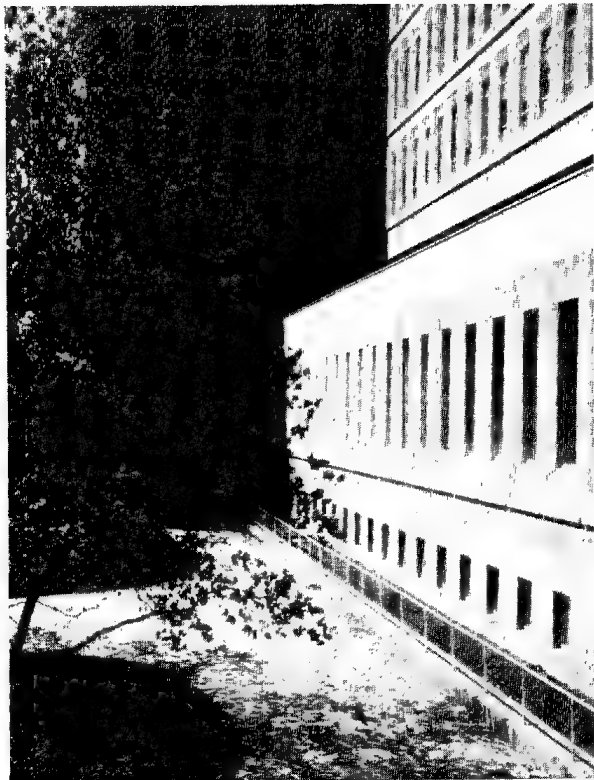
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**april 1977**



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"Coming together is a beginning; keeping together is progress; working together is success."

Henry Ford

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help!  
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page 58



A publication designed to furnish a medium for the exchange of ideas, concepts, information, and techniques that are of common interest to the personnel who are engaged in resource management in the Directorate of Administration.

VOLUME 2, NO. 2

NATIONAL SECURITY INFORMATION

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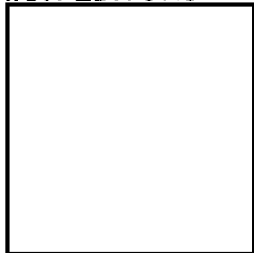
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## SENIOR EDITORS



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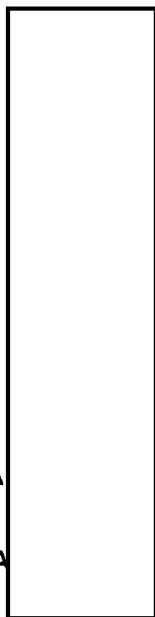


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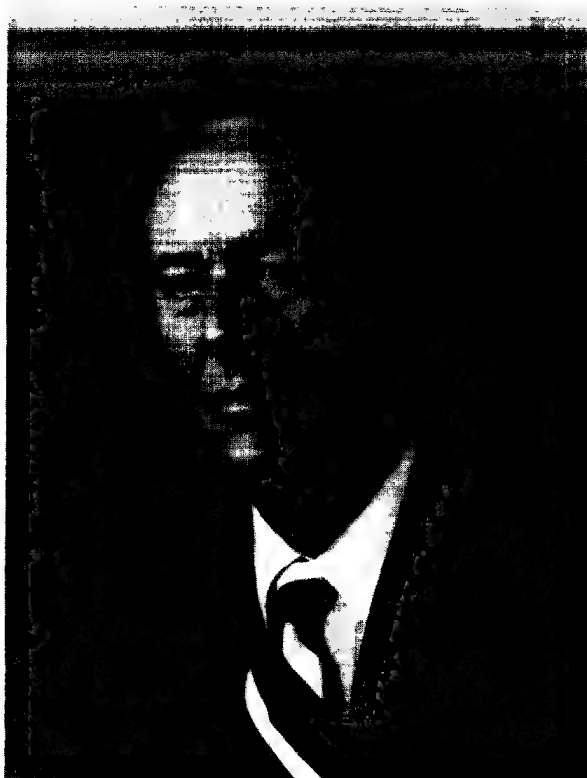


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# comment



This edition of *DDA Exchange* marks the first anniversary for publication of our Directorate magazine. Tradition dictates a pause, on such an occasion, to assess our present state and prospects for the future. Since the Reader Survey will do that for *DDA Exchange*, this Comment will address the present state and future prospects for the Directorate.

The Directorate of Administration is alive and well—it is full of life. All the vital signs are good. It is functioning; it is growing—that is, maturing; it is responding to challenge; and it is building foundations for the future. The articles in this issue of *DDA Exchange* themselves bear witness to the vitality of the Directorate.

Read about the couriers—the “conveyors” of the intelligence product from its raw to finished stage. Read the story of the [redacted] that teaches “how to” combat hostile audio surveillance. Re-

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John F. Blake, DD/A

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ber as you read that these are also illustrative of the functioning and operation of the entire Directorate in its diverse and far-flung missions and roles.

25X1 The Directorate continues to mature, keeping pace with advances in technology and in increasingly sophisticated analytical techniques. Working with the DDI on project SAFE, ODP will, by late 1980, have helped provide "computerized" tools in the process of intelligence analysis. A relative newcomer to DDA is the Information Science Center that, in meeting the training requirements of the entire Intelligence Community in modern, quantitative techniques of analysis, has increased its course offerings from two to eleven and student attendance from 47 to 700 (est.) in just seven years.

25X1 Resumption of operations within a matter of hours after a crippling fire [redacted] is just a token of the "can-do" responsiveness of the Directorate. Other stories in this issue refer to the challenges met by the Directorate in adjusting to the growing legal constraints on our

activities, a subject the General Counsel addressed at the DDA Division Chiefs' Conference, and the classified information "revolution" resulting from the Freedom of Information Act, the Privacy Act, and the 30-year classification review program that is mandated by Executive Order 11652.

The co-op program, as described in the Office of Finance, is just one way we are building for the future excellence of the Directorate's staffing complement. Another is the DDA Senior Rotation Program whose success in just a few months suggests expansion even at this early date. Representatives of the major components in the Directorate recently spent an entire day just exchanging ideas for improvement in planning, management, efficiency, productivity and fiscal economies.

The Directorate is not only alive, but it is well. Well-being perhaps can best be measured by the degree of professionalism and by the extent of cooperation. Again, we come back to this issue of DDA *Exchange* for testimony. For example, back-lighting

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the articles on "Psychological Testing," on "Job Analysis—Key to Good Management," and on the "Citizens Radio Service," are highly developed technical, behavioral, and *managerial* skills and expertise applied objectively and dispassionately.

None of the above, of course, could be as effectively accomplished without cooperation among many. The DDA Division Chief's Conference [redacted] and the Office Directors' Conference held two weeks later [redacted] attest to the Directorate conviction that benefits accrue by working with one another.

The Directorate has problems and difficulties—this cannot and will not be denied. Things are not all rose; things do not always work the way we expect; things sometimes fall through the cracks. At the recent conferences of Division Chiefs and of Office Directors, many problems were identified and discussed—some without

immediate or even apparent solution. However, these must be viewed in their proper perspective. They are not overwhelming. They are not beyond the proven capability of the men and women of the Directorate, either to solve or to accommodate. A healthy organization can meet problems without fear.

And what of the future prospects for the Directorate of Administration? None can deny that prediction of finite form and structure can be made only after acknowledgment of chance. However, we can assure the continued life and well being of the Directorate very simply—that is, do our jobs the very best we can, maintain our professionalism, and work together. If we commit ourselves to these guidelines, we who constitute the Directorate of Administration can predict with certainty that ours will continue to be a vital and integral contribution to the mission of the Agency. (CONFIDENTIAL)

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# the directorate

## DDA DIVISION CHIEFS' CONFERENCE

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The Directorate of Administration chalked up a "first" when all the line division chiefs from the eight DDA Offices were invited to meet early in March for a three-day conference. Almost all attended. Among the conference objectives were the discussion of common problems, communication between these division chiefs and the DDA on substantive and career needs, and finally—and perhaps most importantly—meeting one another in the informal, telephone-free (almost) milieu [redacted]

The ambitious agenda encompassed a mix of lecture and report sessions and of working sessions. Each Office delegation shared with the assembly an update on significant trends, developments, and changes in their respective Offices. Mr. Blake and the conferees enjoyed an hour of questions and answers after the conclusion of his formal presentation. And of personal interest to each of the division chiefs was the discussion with Mr. Malanick on the policies

of the "M" career service and the career management of personnel at the division chief level. Responding to the vital interests of each division chief, Mr. Anthony Lapham, General Counsel, was invited to speak about the legal constraints on the Agency's activities and the growing role of OGC. Expanding the horizons of the conference theme were the comments offered by Mr. Knoche who joined the division chiefs at the social hour [redacted] and at dinner [redacted]

The working sessions centered around the activities of the five teams composed of representatives from each Office. The teams, in lively debate, met to discuss problem areas and then reported their findings and observations to the assembly. In its post-conference meeting with Mr. Blake and Mr. Malanick, the Steering Group gave a summary briefing of the findings by the teams on each of the subjects considered and presented them with the written, 31-page *Conference Reports* that addressed:

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**Personnel Management:**

DDA Personnel Handbook  
Employee Concerns  
Personnel Administration  
Training  
Personnel Planning

The future of computer applications in DDA;

The revision of competitive evaluation descriptors;

The utility of the MBO system in DDA.

**The Care and Feeding of Division Chiefs**

**Communication in the Directorate**

**Control and Creativity**

What have been the results of the Conference? It's still too early to draw the bottom line on the tangible results. However, the Steering Group, in its post-conference meeting with Mr. Blake and Mr. Malanick, tabled a list of topics suggested by the division chiefs for discussion by the Office Directors at the DDA Management Conference. Among these were:

Mr. Blake, in initial response to the *Conference Reports*, wrote to each conferee expressing his thanks for his or her participation in the efforts of the group and committing the senior management of the Directorate to review and analyze the findings of the *Conference Reports* for the purpose of undertaking appropriate action.

These have been the tangible results. From their individual conference critiques, however, the message is clear. The most acclaimed result of the conference was contact with other division chiefs. One of the conferees observes:

The results of the DDA Division Chiefs' Conference:

The primary benefit is not the scheduled agenda items; it is the opportunity to meet and appreciate your fellow confer-

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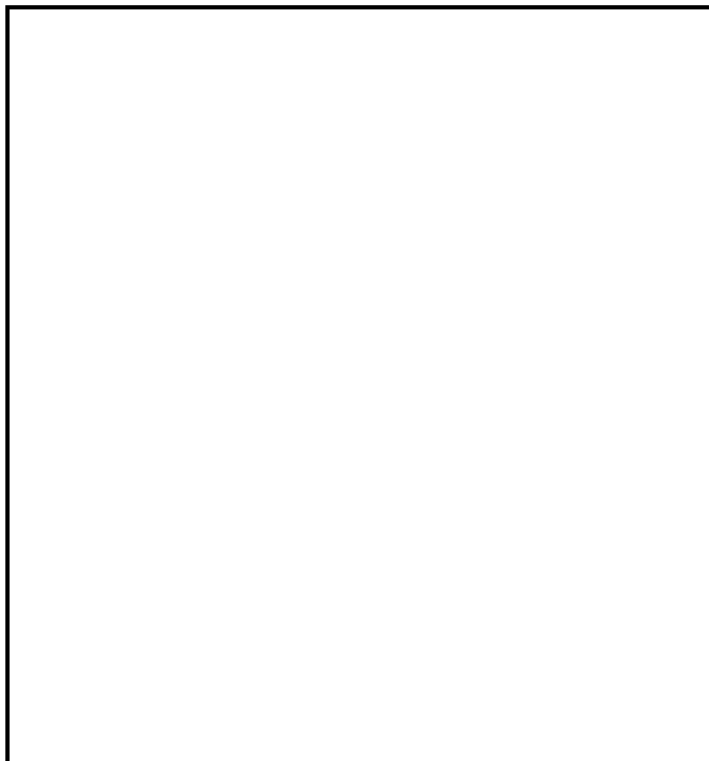
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## finance

### COOPERATIVE EDUCATION

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The Office of Finance has participated in the Cooperative Education Program since 1970. This Program assists in development of talented college students who are interested in pursuing an accounting career with CIA. It offers qualified students the opportunity to apply principles taught in the classroom to the Agency's financial management, accounting and budgeting systems, and familiarizes the student with Government finance and accounting practices and procedures. This is accomplished through alternating periods of work with college attendance, usually of three month's duration in each capacity.

The Finance Cooperative Education Program is comprised of eight workblocks in the various functions of the Office. The Program started with one student in 1970

and has reached a total of six students. Cooperative Education Programs were established with Rochester Institute of Technology, University of West Florida, Indiana State University, Virginia Polytechnic Institute, and American University. The majority of these colleges require the student to be in the sophomore year before entering a co-op program. The student applies to the Agency as any other applicant, receives the same clearances, and is put under contract for the number of years necessary to complete his or her degree. Upon graduation and re-clearance, the student is converted to staff employee status at a grade level commensurate with on-the-job experience and in accordance with guidelines established by the OP.

The flexibility of the Program has permitted one student to complete his Master's Degree while in the Co-op Program. Upon graduation he entered the Agency's Career Trainee Program as an internally sponsored candidate, converted to staff employment in July 1976 and will be assigned to his first overseas post this summer.

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Of the six students completing the Finance Cooperative Education Program, three have entered on duty as staff employees, one elected to return to school to pursue a law degree, and two accepted employment with another government agency. One of the latter has since re-applied to the Agency and is being processed for staff employment this fall.

Thus, the Office has been able to capitalize on its investment by having college students enter on duty who are capable of rendering a productive performance on an immediate basis. It is with a great deal of pride and enthusiasm that OF recommends this type program to other Agency components who are involved in direct hire of professional employees. (UNCLASSIFIED)

## data processing

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PROJECT SAFE

 ODP

The primary objective of the SAFE system is to assist the DDI analysts in the production of the CIA's primary project—intelligence. It will do this by providing efficient access to and machine-aided analysis of the voluminous storage of available data.

Initiated in 1972 by the then Executive Director-Comptroller, Bill Colby, to determine whether "on-line" computers could provide more effective use of available information, the SAFE (Support for the Analysts' File Environment) System is intended to help the analyst to produce better intelligence. It will do this by making it easier to search large volumes of data for relevant information; by delivering information electronically as it is received; by holding up to

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ten years' data on-line for immediate search and retrieval; by serving as a private file for each user; by providing composition, editing, and conferencing facilities, and by adapting these facilities to the analysts' needs.

During 1973 and 1974 an experiment was conducted by OCR to determine the usefulness of "computerized" tools in the process of intelligence analysis. A group of volunteer analysts was asked to select and use a set of functions such as "search text," "search a file," "retrieve," "get mail," and "store in a personal file" and to determine the degree to which these functions were useful in their work. The experiment was so successful that it will continue to operate and expand as "Interim SAFE," until SAFE replaces it perhaps in 1980. Meanwhile, in 1974, a panel of experts from industry, government and educational communities was convened and reaffirmed the feasibility of SAFE and offered suggestions for its development.

In 1975 the OCR and ODP developed a management plan whereby ODP would develop the system for OCR. An ODP Project Team was formed and a budget was prepared. The Systems Analysis Staff of OCR and SAFE Project Office of ODP began defining a set of functions to be developed based on the stated needs of the analysts.

In FY 1977, funding was approved and initial contracts are being negotiated for site preparation and technical system definition. Congress has directed a \$35 million funding limit on the development of SAFE and has also directed that coordination and possibly joint development be carried out with DIA.

The Agency is defining the system architecture and operational environment and will contract system development. While the detailed plan for system operations is not complete, full operation is expected to be achieved in late 1980.

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The system will support over 2,000 users with access to over 40 billion characters of electronically stored data (equivalent to over 200 conventional disc storage drives) and 80 million pages of hard copy and microform documents (equivalent to a stack of paper over 50,000 feet high).

In summary, the SAFE System has been specified by the analysts to assist the analysts in their work. It is to provide a greatly improved facility for using greater amounts of data more effectively than is now possible and, thereby, assist directly in the production of improved intelligence.

(UNCLASSIFIED)

## training

### REPORT ON AGENCY TRAINING

OTR

CIA has the most active and largest training program of any civilian department or agency when measured in terms of personnel strength. In FY 1976, the Agency commitment to training cost close to \$30 million—a figure which includes all costs, including the salaries paid to employees during training. The time of employees engaged in training aggregated 569 man-years. The number of “enrollments”—one person in one course or program, regardless of length—totaled over 21,000. These figures include the 60-odd courses and 23 foreign languages taught by OTR, the 279 specialized courses conducted by Agency components mostly for their own personnel, and the courses taken outside the Agency by employees at Agency expense.

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Why should the Agency make such a substantial investment in training? In large measure, CIA's training requirements are a direct result of the kind of missions for which the Agency has responsibility. An operations officer or operations support officer must obtain the knowledge of this work after entrance on duty, as training for operations work is not available outside the Agency. Foreign language competence, another vital ingredient in the work of our personnel stationed abroad, usually requires additional study prior to assignment abroad. The wide spectrum of information which needs to be collected and analyzed as part of our foreign intelligence effort generates, in turn, the need for a great diversity of subject matter specialists.

There is, however, still another important reason for the Agency's extensive investment in training: Agency management is convinced that a small, highly skilled and highly motivated work force is superior to, more efficient than, and more economical than a larger, less highly trained force

whose motivation is weaker. It is the policy of Agency management to seek out and enter on duty personnel with more than average education and higher than average skill levels, and after that to make a substantial training investment in order that our personnel may function both in diverse roles and more effectively on an individual basis.

How well is our training going? We recently got some answers from a special study. At the direction of the Agency's Executive Advisory Group, a special task force was formed last December to answer the question as to whether Agency training programs are truly augmenting the skills and capabilities of all critical segments of the Agency. The task force, comprised of officers from each directorate, consulted component chiefs and senior managers across the Agency. Their review identified

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several areas for improvement or innovation; one identified need was for an orientation course for new employees in the technical and office-worker fields. OTR has since begun such a course. On the whole, Agency managers registered a vote of confidence in the Agency's training program with the task force.

Another measure comes from an in-depth review of all Agency training activities by a three-man investigating team from the House Appropriations Committee's staff. The team has recently completed its study over a six-month period. Their findings are not available to the Agency until the Appropriations Committee has reviewed their report. However, the team, which includes one member who was the director of training of another major government organization until his retirement in August 1975, concluded that the Agency has a first-rate training program.

Finally, the Agency rank and file have indicated, in the Agency personnel management survey published last December, that they are satisfied with the training they obtain and believe they have adequately utilized it in better performance in their jobs. (UNCLASSIFIED)

## logistics

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### PROFILE: THE COURIERS



The product of this Agency is essentially information. Raw data is received from a multitude of sources in many forms which must be transformed into useful information for distribution to our consumers. The conveyors of that product, from its raw

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materials form through its production stages to the consumer, are the Agency couriers. A comprehensive, graphic presentation depicting that activity would resemble a bowl of spaghetti.

The courier shop is a busy place responding to the routine, the ad hoc, and the priority. Packages must be x-rayed for bombs, newspapers must be delivered early, and the telephone rings constantly.

The couriers drive in excess of half a million miles a year, walk thousands of miles, deliver millions of pieces of correspondence and equipment weighing thousands of tons. They must know every major Federal building in the area and its idiosyn-

familiar to them as the back of their hand, and they list the offices of the Secretaries of State and Defense and the President of the United States among their multitude of customers.

Hundreds of employees have entered on duty through the Mail and Courier Branch. A new employee assigned to the branch can quickly become productive while adjusting to a new situation and life style. They also get a good look at the Agency, its functions, offices, and personnel. Proper supervision and development for the new, young employee is essential.

Those who choose to remain, the journeymen, are the backbone of the operation. They may work for days without the presence of a supervisor. They live as close as

and access clearances and must know who is authorized to receive each piece of mail they carry and the procedures required to transmit it. The intelligence community is as

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## medical services

### PSYCHOLOGICAL TESTS

 Ph.D., OMS

For over twenty years, the results of tests given by Psychological Services Staff to applicants and employees, and especially the Professional Test Battery (PATB and PETB), have played some role in personnel decisions affecting the individuals tested. We are frequently asked: (a) how large a role? (b) how useful? (c) how valid? The answers, in short, are respectively: (a) don't know; (b) evidently, quite useful; and (c) demonstrably, quite valid.

The first question, that of the impact of the test battery, is the hardest to answer; the answer lies in the ways in which Agency components utilize the test results. To the credit of the staff psychologists and consultants who established the testing program, no assumptions were made concerning

what the levels of abilities, the desirable personal traits and attitudes, or the indicated interests of the Agency professional ought to be. Instead, three other assumptions governed. The first was that the diversity of professional jobs within the Agency accommodated such a wide range of interests, abilities, and styles that selection of anyone's stereotypical ideal was bound to be off base. The second was that those persons closest to the job—the immediate supervisors and the personnel officers in the component concerned—were better able to make selection and assignment decisions than were persons far removed from the target job. The third assumption was that the best service which such a psychological testing service could provide to the selection and assignment process was that of giving a descriptive picture of the candidate, providing information on general abilities, personality traits, attitudes, and interests which those closest to the job could translate into strengths and liabilities for the position as they see it. The line of reasoning giving rise to the testing program

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was that it should not be one of setting cut-off scores or minimum standards but one of providing management information about the candidate which could not be derived from other sources—including interviews. Thus the typical PATB report provides a description of the individual—not scores or pass-fail decisions, but a narrative description of attitudes and interests, style and abilities. The weight given to such reports varies greatly. Some of the many factors in addition to the test report which enter into the decision process are the amount, detail, and quality of other information the decision maker has about the candidate, the extent to which the psychological test report is congruent with the other information, and the experience and attitudes of the decision maker with respect to the use of test reports. It is in those instances where test results appear to be inconsistent with academic records or job history that the psychological tests demonstrate their greatest utility. Through raising questions which force the decision maker to seek additional information, such as interview reports, a close

evaluation of transcripts, examination of previous work performed by the candidate, or reports from references, the decision maker can make a more accurate appraisal of the true potential offered by the candidate.

The second question, how useful is the test data, is easier to answer. The utility of the tests is underscored by the insistence of Agency managers that test results should be available at the earliest stages of applicant consideration and by the extremely wide range of Agency components requesting test reports. The test data is most useful when little is known about the candidate. In instances where there is a limited work history or where the candidate's training and experience are in areas other than that for which he/she is being considered, the test report can help reduce uncertainty about the match between the individual and the requirements of the position. Where there is a history of successful performance in assignments similar to those of the "target" assignment, the test report, obviously, pro-

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vides less novel information to the decision maker.

The third question concerns the validity of the test battery, the degree to which it measures or predicts that which it is intended to predict. PSS has traditionally taken the position that research indicating the relationship between test scores and job performance is imperative. The ultimate ideal of testing is to develop a series of prediction equations which accurately forecast the candidate's potential for success in any of the wide range of Agency job categories for which he/she is likely to be considered. There are numerous obstacles to reaching this ideal, but PSS continually conducts research studies on the validity of the Professional Test Battery as it relates to specific Agency jobs. The validity research over the years has added significantly to the predictive utility of the tests, and test validation and job performance research constitute a major part of PSS research activities.

Psychological test reports, then, constitute another tool which can be used by those who make selection and assignment decisions. The reports provide information which is usually unavailable from other sources. The description of the candidate as presented in the test report is information which the decisionmaker uses in conjunction with other information about the individual. Test reports are used in decision making but do not constitute the sole basis upon which decisions are made.  
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## personnel

### JOB ANALYSIS—KEY TO BETTER MANAGEMENT

OP-PMCD Staff

#### *Why is Job Analysis Important to Managers?*

Gaining a clear understanding of what makes up a job, what a worker is responsible for doing, and what he or she needs in order to do it, is basic to your responsibilities as a manager. Job analysis can help you gain this understanding.

#### *What is Job Analysis? What is its Purpose?*

Job analysis is the systematic process of collecting and making certain judgments about all of the pertinent information relating to the nature of a specific job. The purpose of job analysis is to provide a job related basis for management decisions that involve recruiting, selection, placement,

training, advancement, compensation, and other personnel functions. It is a dynamic process—an ongoing effort to assure an accurate and reliable basis for personnel management decisions.

Job analysis can be carried out through a variety of techniques designed to obtain and present information about a job. Among the basic facts about the job that can be derived through job analysis are these:

- what must get done to achieve objectives—the functions of the job;
- what the worker does—the tasks involved in the job;
- what methods, techniques, or tools are used in performing the work;
- what products or services will result;
- what skills, knowledges, and abilities are needed to perform the work; and,

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- what level of performance should be required of the worker.

*How is Job Analysis Information Used?*

The information obtained through job analysis provides the building blocks for developing personnel management programs.

- For position classification, the tasks identified are grouped into positions, each of which constitutes the total work assignment for a single person. Similar positions then can be organized into groups. This grouping together in categories or classes of those positions which are sufficiently similar in duties and responsibilities so that they can be treated alike for administrative purposes is known as position classification.

- A classification plan based upon job analysis provides an effective foundation for a compensation plan designed to assure equal pay for equal work.

- Job analysis affords a basis for the systematic recruitment, placement, and promotion of personnel.

Position descriptions developed through job analysis help employees and supervisors to understand the duties and responsibilities in job assignments. They are also useful in setting standards for employee performance. A proper understanding of job duties and the skills, knowledges, and abilities needed to perform them is basic to planning an employee development program and developing training plans for individual employees.

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#### *How Do You Manage Through Job Analysis?*

Job analysis should be carried out consistently within the framework of the organization's mission, goals, and objectives. The tasks of each job should logically support all of these. In job design or job restructuring it is important to keep the objectives clearly in mind so that tasks can be grouped in the way that will best support the objectives and promote efficiency and economy.

By the same token, an analysis of existing jobs may uncover tasks that are not being performed in the most efficient and economic manner to contribute to organization objectives. If the analyst is armed with a clear statement of mission, goals, and objectives, the results can provide you with important benefits in the effective use of manpower. With the help of accurate job analysis, you can determine what job duties should be adjusted to meet the needs of the organization. Through job analysis you can answer such questions as:

- Are job duties arranged so as to make a maximum contribution to organizational mission, goals, and objectives?
- Is work designed to attract and motivate capable employees?
- Can work duties be rearranged to give more variety and improve job interest?
- Can highly routine tasks that have no challenge be eliminated or automated?
- Has necessary attention been given to the development of career ladders and upward mobility?

#### *What is the Manager's Role in Job Analysis?*

With organizational mission, goals, and objectives in mind, the manager should:

- discuss the purpose and importance of job analysis with subordinate supervisors and show how it will assist them in carrying out their responsibilities;

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- explain the process to employees;
- consult with technical experts such as position management officers, Budget Officers, and Personnel Officers for advice and assistance.

Managers need to oversee the job analysis effort in an organization. This involves:

- providing support to the effort, seeing that it has adequate resources and evaluating its effectiveness as a basis for management decisions;
- seeing that those who perform or participate in job analysis are properly trained and are informed of its importance;
- assuring that recruiting, selection, appointment, and other personnel procedures are job-related through use of job analysis.

The amount of time needed for job analysis, of course, will vary—with the complexity of the job as well as with the size of the jurisdiction or organization involved. Managers will find, however, that devoting the necessary time is a worthwhile investment. A personnel system designed to serve the organization's mission, goals, and objectives, with properly developed positions and realistic statements of qualifications, will be invaluable to successful program management. OP's Position Management and Compensation Division is available to assist Managers in Job Analysis efforts.  
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## communications

### THE CITIZENS RADIO SERVICE

This article is a sequel to a previous article entitled *Use of The Radio Frequency Spectrum*. The first article defined in brief non-technical terms the whole of the radio spectrum, some of its uses, and spectrum management. Among other users of the radio spectrum, the article identified the private citizen. While many Agency employees have a professional interest in the radio frequency spectrum, this article is written for the employees who have an interest as private citizens.

The Citizens Radio Service, or "Citizens Band" to use a more familiar term, was established in 1947 by the Federal Communications Commission (FCC). For the first time, a portion of the radio frequency spectrum was made available to the general

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public for personal short-distance radio communications, signaling, and remote control by radio signals. Initially, only two classes of service, Class-A and Class-B, were available. The band of frequencies allocated to this service was in the ultra-high frequency (UHF) range. Class-A and Class-B service was not widely accepted by the general public, however, because the equipment was expensive and the range of communications limited compared to today's standards. Class-C service was the next to be established, and it was reserved for remote control of devices such as the model airplane. The breakthrough for practical Citizens band (CB) radio came in 1958 when the FCC allocated a band of lower frequencies and created the Class-D service. Public response to this service was overwhelming. Within two years over 100,000 persons obtained CB licenses, and the manufacturers producing CB radio equipment at popular prices multiplied by more than 30 to 1. The lower cost and improved operating range of equipment made possible by Class-D service accounts

for the widespread and still growing popularity of CB radio.

So much for the background of The Citizens Radio Service and on with a discussion of the specific service that has captured the public spotlight. The band of frequencies allocated to Class-D service extends from 26.96 to 27.25 megahertz. Within that band are 40 channels (individual frequencies) on which Class-D stations operate exclusively. Within the limits of business or personal communications, uses of the Class-D band are practically unlimited. Businesses use it, for example, for radio dispatched service and delivery trucks. Businessmen, professionals, and salesmen use it to maintain contact with their offices. For personal communications, CB radio can be used to obtain emergency road service or to make motel reservations while traveling along the highway, and it can be used to maintain contact between campers, sportsmen, or the home and family car.

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A wide variety of CB equipment is available to the prospective buyer. If you are venturing into the field of CB radio for the first time and have little or no electronics background it is safest to be certain that you select equipment from a reputable company. Most CB sets are transceivers, a combination of transmitter and receiver, and can be purchased in kit form or as factory-wired models. First among some of the considerations regarding equipment selection is the power source. Be sure you select equipment to operate on the type of power you plan to use. Mobile installations in the car operate on 6 or 12 volts DC while fixed installations at home operate on 117 volts AC. For portable use, battery powered equipment is also available. Transmitter power and the terrain surrounding the area of primary use is another consideration. As a general rule, the higher the transmitter power (up to the maximum power allowed by the FCC) and the flatter the terrain, the greater the range of communications. The area of primary use also affects reception. Sets to be used in large metropolitan areas

should have good selectivity plus squelch and noise-limiter circuits because of the heavy congestion and high noise level on CB channels.

Having purchased your equipment, the next step is to obtain a station license and a copy of the FCC Rules and Regulations, Part 95. Both must be in your possession prior to the installation and use of the CB set; otherwise, it is an illegal station in the eyes of the FCC. A license is easy to obtain as it requires no test, technical skill or specialized knowledge. An application for license usually is included with the set at the time of purchase, and it should be completed and forwarded to the FCC. A copy of the FCC Rules and Regulations, Part 95, may be obtained from the Government Printing Office.

After obtaining the equipment, the station license, and completing the installation you are almost ready to operate. By the way, if you want optimum performance from your set and do not have an electronics back-

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ground, it is recommended that you have the set installed by or with advice of a qualified technician. The final step before beginning operations is to become thoroughly familiar with the FCC Rules and Regulations and the proper operation of the CB set. The CB band in many areas has become crowded with CB'ers who did not take the time to do this, or those who willfully ignore the rules as well as the courtesy and respect due others who share the CB band. Don't become one of them, for anyone can listen to your transmission providing they are in range of your signals, and the one listening could be an FCC monitoring station. When a violator of the rules and regulations is detected, the FCC issues a citation. The action taken depends on the nature of the violation, but more serious violations can result in suspension or revocation of the station license.

Anticipating travel outside the United States? If so, there is one more tip to offer. Check to make certain that you can carry or ship CB equipment into the country you are planning to enter. In many countries CB operation is forbidden. Importing equipment into such countries could result in confiscation of the equipment. On the other hand, Canada, for example, has a reciprocal agreement with the United States that allows U.S. citizens to operate CB radio in Canada. To qualify for CB operation in Canada, however, you must obtain a Canadian license in advance and have it in your possession when you cross the border. Assistance in determining the laws of any country can be obtained by calling the FCC.

If you are one of the CB enthusiasts who belongs or wants to belong to the growing ranks of citizens using the Citizens Radio Service—Happy Communicating! Ten-four.  
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MINORITY CAREER DAY AT MICHIGAN STATE

[REDACTED]

One of the largest Minority Career Days in the Midwest was held at Michigan State University on the dates of 27 and 28 January. Agency recruiter [REDACTED] manned the CIA booth and [REDACTED]

[REDACTED]

About 1500 minority students took part in the event and a high degree of interest in CIA careers was in evidence. The recruiters reported that they exhausted all of their brochures and literature during the first few hours.

The event began at 6:00 p.m. on the evening of the 27th and ran until 9:00 p.m. This permitted a casual look and chat with the many representatives of government and industry who were on hand, and it allowed for a sign-up of interested students

for a formal 30-minute interview the following day. The Placement Director, Mr. Jack Shingleton, reports that their experience has shown this to be a productive arrangement from the viewpoint of the employer and the applicant.

Other Minority Career Day events during the current academic season which CIA recruiters and representatives have attended include: Hampton Institute, Virginia State College, University of Michigan, University of Louisville, Ohio State University and the University of Illinois at Champaign. (UNCLASSIFIED)

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James Shingleton, Placement Director of Michigan State University, [REDACTED]

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**STATUS OF THE DDA SENIOR  
ROTATION PROGRAM**

**Michael J. Malanick, A/DDA**

The Senior Rotation Program which was noted in an earlier issue continues to roll along in fine style and the DDA is most pleased by the results thus far. To date, the A/DDA has interviewed six of the participants and an equal number of their immediate supervisors, and with one minor exception all have agreed that the program has proven beneficial not only to the individual participant but to the Offices as well. All of us have agreed that it should be continued and possibly expanded. (UNCLASSIFIED)

**BUTTERFLIES MAY BE FREE  
BUT WATS CALLS ARE NOT**

Many Agency employees are under the misapprehension that every time they dial a WATS call, "it doesn't cost anything." Nothing could be further from the truth. The Agency leases both Full Business WATS circuits at a fixed monthly rate of between \$890 and \$1,675 and Measured Time WATS circuits at an average charge of 29¢ for each minute of transmission time.

Don't let the fixed monthly rate fool you. Increased traffic conditions together with unnecessarily lengthy conversations tie up the equipment and circuitry, resulting in the Agency having to lease additional equipment and circuitry.

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The message should be clear. The more efficient use of WATS, the lower the cost.

The following are the keys to good WATS usage:

- Limit calls to official business only. Nonofficial WATS calls are not authorized.
- Plan your calls. Make sure you have what you'll need at hand before placing a call. It might help to jot down the points you want to cover.
- Remember that timing begins on the Measured Time circuits when the number you are calling is answered. If you put the party on "hold", the timing continues since the call has been answered.
- Keep time in mind. Time is money.  
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## PLANNING, CREATIVITY AND INITIATIVE

The fourth DDA Planning Team Conference was held on 25 January 1977 at the [redacted] Building. The conference was attended by approximately 30 persons representing all DDA Offices and several Directorate Staffs.

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Conference hosts [redacted]

[redacted] selected a theme of "Planning, Creativity and Initiative in the Era of Transition." The conference was structured to permit a ten-minute presentation by a representative from each DDA component on ideas for improvement in planning, management, efficiency, productivity, or dollar savings. Each presentation was followed by a short discussion of the subject by members of the audience. The conference schedule also included 45-minute presentations by the A/DDA (DDA Views on Transition) and the A/I/DDA (Status of Committee Investigations currently in progress).

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Following is a sampling of individual presentations which may be of interest to *Exchange* readers:

Messrs. [REDACTED]

[REDACTED] both of OC, discussed the developments which led to the creation of the new Multi-Media Center [REDACTED]

[REDACTED] The audio-visual training courses produced at the Center are integrated into classroom courses and sent to field sites for individual self study. Through this facility, OC can provide a better quality of training to more students, at less cost than was possible through conventional training methods.

[REDACTED] OF, explored the possibilities of a shift in computer management from a centrally managed facility of large main frame computers to decentralized user-managed facilities of mini-computers. Among the questions raised as food for thought were: How does the user organization prepare (organizationally, procedurally) for this new responsibility? Who would

provide the necessary training and technical guidance for installation and operation, as well as software development? How would continuity of current operations be ensured if a change in ADP management took place?

[REDACTED] OP, presented an overview of OP's recent efforts toward improving the cost effectiveness and timeliness of applicant processing. [REDACTED] staff concluded that this problem in conjunction with related requirements of interfacing with extant ADP systems could be resolved with the acquisition of a minicomputer.

[REDACTED] OS, described a paper flow study undertaken by his staff to review the many memos and action documents which require Director of Security approval, concurrence or action. The first phase of the study resulted in the downward delegation of 13 separate action types. The second phase of the program has the DD/Sec reviewing incoming paperwork to further delegate certain actions which would more appropriately be performed at lower levels.

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[redacted] ODP, discussed the potential cost advantages which may be derived through purchasing rather than leasing certain types of equipment. Mr. [redacted] cited recent examples where significant savings were realized by ODP through the purchase of computer peripheral equipment and word processing equipment.

[redacted] OTR, described a way in which the computer terminal in OTR has been used to assist the Executive Officer in the accountability of projects and administrative actions. In summary, a series of user-developed programs are invoked to process lists of events (kept current each week) and produce a "Do-List," a reporting of action items which are scheduled for the coming week.

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[redacted] M&AS, concluded the individual presentations by noting that the wide range of topics presented seems to indicate a growing diversity in planning duties and an increasing emphasis on the process of planning. New concern toward ADP proj-

ects, improved personnel systems, and doing things more efficiently at less cost are rapidly becoming an integral part of the planners' activities. All of which suggest a need to look beyond the traditional concept of planning as a functional or budgetary process to one which includes a project's environment, its legality, its place in the organization, and its impact on it.

Of particular interest to the Planning Team were the presentations by the guest speakers, Messrs. Mike Malanick and Hal [redacted]

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Mr. Mike Malanick, A/DDA, discussed the activities of the Agency during the recent transition period and what appears to lie in store with a new Director and a new Administration. In looking to the future, Mr. Malanick stated that the Comptroller's Office felt there would be little impact work-wise resulting from Zero-Based Budgeting as it is patterned closely to our present Resource Package system. Excerpts from a recent Presidential Review Memo read to

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the audience suggested several changes that President Carter will make in the future to streamline procedures in the Intelligence Community structure. President Carter prefers the use of Presidential Directives, for example, rather than NSC memos as used by the Ford Administration. Mr. Malanick also foresaw revisions to Executive Order 11905 in the coming months.

[redacted] A/I/DDA, presented a brief overview of the activities of the Congressional committees which continue to review Agency activities. [redacted] general observations of the investigations and words of advice are:

- Investigations and oversight should be accepted as a way of life by Agency personnel, and not a temporary disruption;
- We are generally spoiled by 25 years of relative freedom from investigations;

- We will not return to ways of the past—nor should we want to! We can learn to live with Congressional scrutiny and live with it constructively.

In closing, [redacted] noted, "The strength of the CIA has been the creativity of its people. We cannot allow the investigations to kill our 'can-do' attitude." (CONFIDENTIAL)

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## SECURITY CLASSIFICATION CONSCIOUSNESS RAISING

☐ A-I-DDA

Do you know why seemingly innocuous memoranda and purely administrative documents, like this copy of *Exchange*, require national security classification? Do you know what "E2 IMPDET" means at the bottom right corner of classified documents? If you aren't quite sure, you are not alone—probably many Agency employees would hedge their answers to these questions.

Over the last few years the need for education in the use of national security classification has become a stark reality. With the amendments to the Freedom of Information Act in 1974, the Agency began reviewing documents for release to the public. This intensive search and retrieval process has surfaced the widespread abuses of the classification system committed over the years because of a lack of

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training. In retrospect, it appears that Agency writers suffered from 'secretitis,' stamping nearly every document produced SECRET. And now, the review of these so-called "classified" documents to determine the legitimacy of the classification consumes enormous amounts of time and effort on the part of many Agency employees. The 30-Year Review Program to be established this year will involve a review of all 30-year-old classified holdings to determine the necessity for retention of national security classification beyond the limit set by Executive Order 11652 on national security classification. The volume of this material which must be reviewed prior to transfer to the National Archives for historical preservation is estimated in the thousands of cubic feet—and that is for 1947 records alone. If Agency classifiers had been more judicious in the past in the application of classification, the task of reviewing this material might not be so mammoth. And, if we are not more judicious today, the problem for the next generation of officers will be even more monstrous.

The Directorate of Administration is taking steps to develop instructional programs to meet the needs of Agency employees, particularly classifying officers, in the use of national security classification. Although the element of sound judgment can never be totally eliminated from classification decisions, guidelines are a necessity. So, to ease the decision-making process, the Directorate plans to gather, consolidate and publish Agency guidelines, incorporating Intelligence Community directives and the unwritten policies we've used in the past into a reference handbook for classifiers.

Another classification consciousness-raising effort is a briefing program. An officer whose specialty is national security classification briefs new employees and authorized classifiers on the proper use of national security classification. Additionally, arrangements are being made to include similar briefings in regularly scheduled courses so as to reach the broadest possible audience. She is available to brief others who feel their offices require updating of their knowledge

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25X1 and responsibilities vis-a-vis the system. For  
25X1 further information contact [ ] on  
extension [ ]

The Directorate takes seriously our compliance with the spirit of Executive Order 11652 to classify less. One aspect of compliance in which we have been somewhat negligent is the requirement to classify documents by paragraph. To remedy this situation and bring us more into conformance with other agencies, a regulation on paragraph classification has been circulated for coordination. Hopefully, this procedure will force writers to stop to reflect on the classification they assign to paragraphs of documents and common sense will prevail over the automaticity of classification.

If you can't answer the questions at the beginning of this article, perhaps you are guilty of classification by rote. The four Rules for Classifiers are meant to increase your classification consciousness:

- Challenge classification decisions you feel are not correct.
- Classification decisions should be made consciously, not automatically.
- If you are a classifier, remember it's your number that appears on the documents. So, be sure you understand the rationale for the classification.
- The concept of individuality applies; every document is classified on its own merit. (UNCLASSIFIED)

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#### THE INFORMATION SCIENCE CENTER

The Center has been operating in the Chamber of Commerce Building since August 1973.

The Information Science Center (ISC) is a unique activity in OTR. It provides training in quantitative methods of analysis for the Intelligence Community. And it is a newcomer to OTR.

The rationale for the Center goes well beyond its bureaucratic origins. It embodies a special commitment to understanding and solving problems which arise out of the interrelationships between people, organizations, information and technology.

In June 1965, the President's Foreign Intelligence Advisory Board recommended that this kind of specialized training be established. About two years later the DCI asked the DoD to implement the recommendation, and the ISC was established as a part of the Defense Intelligence School. Classes finally began in 1970.

The underlying rationale for the Center's training programs and related activities is based on five fundamental ideas:

The transition to CIA and OTR occurred in the summer of 1973 after Mr. Colby learned that DIA would have to close the Center because of budget and personnel reductions.

First, that to acquire the ability to view the world in terms of systems—components connected together for a purpose—is to acquire a powerful, effective instrument for tackling many practical analysis and management problems in intelligence.

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Second, that effective analysis and management requires a holistic approach to problem-solving which couples informed judgment with the best available analytic techniques.

Third, that educated, informed analysts, as well as managers in the contemporary intelligence environment must have a basic understanding of the computer and of the social and organizational implications of emerging computer technology.

Fourth, that information and its manipulation—its generation, acquisition, ordering, formulation, communication and end use for various purposes—have become central to the operation of modern organizations and must, therefore, be central to the training of contemporary analysts and managers.

Finally, that to respond adequately to today's problems and to future needs, intelligence officers must be taught not only how to maintain present systems and respond to immediate well-defined needs, but how to engage in long-term planning effectively and humanely.

The growing interest in the Center is reflected in the rapidly-increasing number of analysts and managers attending the various courses, and the growth in the kinds of training provided by the Center.

YEAR	COURSES	STUDENTS
70	2	47
71	2	56
72	2	102
73	3	172
74	7	308
75	8	444
76	8	456
77	11	700 (est.)

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Attendance was dominated by CIA in FY 76; CIA-226, DIA-106, NSA-46, Army-20, Navy-16, Air Force-30; but this will probably change drastically in FY 77. Major General [redacted] U.S.A., who is responsible for intelligence production in DIA, has requested a special two-week course in probability and statistics and over 200 DIA analysts are expected to take this course during the year.

Additional training activities planned for FY 77 range from more seminars and workshops tailored to specific topics or office interests to four new courses dealing with the COMIREX Automated Management System.

Does ISC training make a difference? Yes indeed—very much so. For example, an excellent simulation model treating the likelihood of oil exports by the Peoples Republic of China has had a major impact in CIA on intelligence collection requirements. Brigadier [redacted] U.S.A., of DIA recently commended an ISC instructor for “. . . his participation in the application of System Dynamics to an estimative issue of direct concern to the Secretary of Defense.”

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Equally important, if not more, is the routine use of the techniques and methods learned by analysts and managers at the ISC in all facets of the intelligence business.

At last, more than a decade after the PFIAB recommendation, information science is coming alive and thriving in the Intelligence Community. (UNCLASSIFIED)

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# in conclusion

## ABOUT THE READER SURVEY

Since publication of the first issue of *Exchange*, one year ago, its Editors have received numerous comments concerning its design, its content and its usefulness. Although each subsequent issue spurred more comments and suggestions, the informal nature of the feedback did not easily lend itself to analysis. The tear-out questionnaire included with this issue was designed toward this end. It seeks to elicit reader opinion on the effectiveness of *Exchange* and several aspects of its characteristics. Additionally, the responses will help the editors in planning for future editions or direct the content of the magazine toward areas of greatest interest.

The preparation of the questionnaire was in itself a learning experience, and one from which our readers might benefit if they are someday faced with developing a survey of this type. As with any project, we began with a goal: to determine whether or not *Exchange* is effectively accomplishing its pur-

pose of providing a medium for the exchange of information which is of interest to DDA personnel. We also sought the readership's opinion of the quality of *Exchange* and their suggestions for improving it. To provide a basis for categorizing the responses, general demographic data consisting of the reader's general grade category and Office of assignment was included in the questionnaire—the former to provide data relative to perceptions and levels of interest in this communication form among grade categories; the latter to provide information to assist the Senior Editor in each DDA Office.

At an early stage in the process, Psychological Services Staff (OMS/PSS) was consulted for guidance on the framing of the survey form. Included in their advice was the caveat: keep the survey short and the wording brief, unambiguous and simple. PSS also provided us with several examples of previous Agency surveys which we found quite helpful. During the four iterations of survey development which followed, the

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25X1 questions and response choices were tested by M&AS staffers, coordinated with each of the Senior Editors and Associate Editors, and reviewed and discussed in their penultimate form with [redacted] DMS/PSS.

25X1 Along the way, various speculations were proffered as to which groups might or might not respond to the questionnaire. (Some thought that the higher graded readers were more apt to complete the questionnaire; others felt the lower graded readers would. One editor saw the negative reader as more likely to respond; another saw the positive reader in this role. etc.) Contrasting opinions notwithstanding, we found unifying elements of sincerity and interest among all persons with whom we came in contact during the process of developing the questionnaire. Every member of the Editorial Board as well as others who offered their advice were sincerely interested in pursuing the questionnaire as a means of gaining information which could provide some measure of its effectiveness, and lead to improving the publication.

Accordingly, the Editorial Staff urges you, the reader, to take a few minutes, reflect on your impressions of *Exchange* over the past year, and with candor and sincerity, complete one of the questionnaires contained in this booklet. The completed questionnaire need only be folded, stapled and sent through internal mail to the Managing Editor (Room 7D18, Headquarters). If there are no questionnaires in your copy of *Exchange*, please call your Senior Editor or call [redacted] on extension [redacted]. One will be forwarded immediately. We have established 13 May 1977 as a cut-off day in order to begin our analysis of the responses. But if you cannot meet this date, please mail your response anyway—we're always happy to learn your thoughts. (UNCLASSIFIED)

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DDA EXCHANGE READER SURVEY

Each reader of this issue is requested to take a few minutes to answer the following questions. Your responses will help the Editors evaluate the acceptance and usefulness of *Exchange*. Please fold the completed survey form and staple it so the address on the reverse side shows, then forward it through internal mail. *Survey responses should be mailed by 13 May 1977.* Results of the survey will be included in a future issue of *Exchange*.

Please circle the letter corresponding to the most appropriate answer.

1. How much of *Exchange* do you normally read?  
a) All articles    b) Most articles    c) An article or two    d) Usually don't read it
2. To what degree has *Exchange* increased your understanding of the Directorate?  
a) Very high    b) High    c) Moderate    d) Low
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APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
DDA 77-2176					
<b>Remarks:</b> Admiral Turner:  I sympathize with the amount of written material that comes to your attention. I did think it worthwhile, however, to acquaint you with a Directorate quarterly publication entitled "dda exchange." It is probably best described as a classified house organ designed to keep the troops aware both of matters of general interest as well as specific developments.  <div style="text-align: right;">/s/ John F. Blake John F. Blake</div>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
Deputy Director for Administration				18 Apr 77	
7D 24 Hqs. [redacted]					
UNCLASSIFIED		CONFIDENTIAL		SECRET	

FORM NO. 237  
1 APR 55Replaces Form 30-4  
which may be used.

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